



**U.S. AIR FORCE**

# ***United States Air Force Reserve***

*Integrity - Service - Excellence*

## **Chief Nurse-Senior 4N0 Functional Manager Roles, Responsibilities and Expectations (Part I)**



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**20 Apr 2010**

*Fly, Fight and Win...*



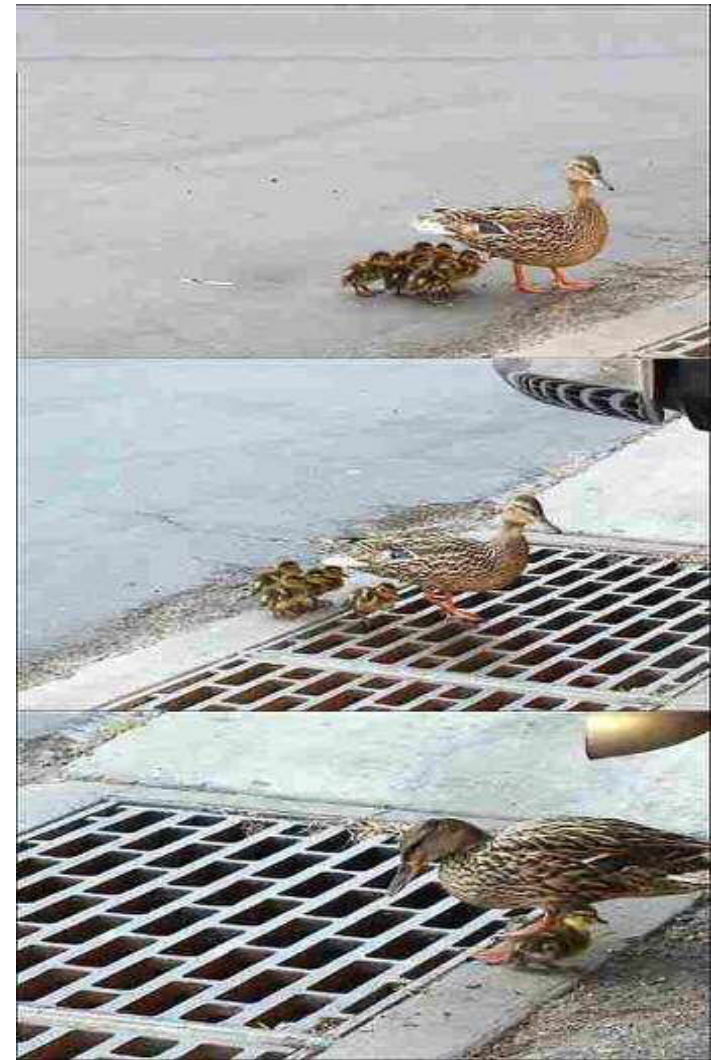
**You are currently in, or stepping into, a critical role in your organization and one that will affect accomplishment of the overall AF and AFRC missions. You will need to be effective and efficient in your leadership skills and abilities. In this segment you get a better understanding of just what is expected of you in your new role.**



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## ***Successful Leadership....Not!***

- Leadership challenges never stop
- Stay strategically focused
  - Anticipate, Prepare, Don't React
- Take care of your people ...  
REALLY take care of your people
- Together, take care of the mission ...  
they need your leadership





- **Part I: Provide attendees with common terminology plus an overview of key roles, responsibilities, and expectations for the:**
  - **Chief Nurse (CN)**
  - **Senior 4N0 Functional Manager (Sr 4N0 FM)**
- **Part I: Provide attendees an overview of key organizational and management responsibilities associated with CN and Sr 4N0 FM roles**
- **Part II: Discuss qualities of effective leaders and provide tools to enhance your leadership skills**



- **Key Roles, Responsibilities and Standards—Based on AFPD 46-1 and AFI 46-101**
  - **Definition of Nursing Care, Standards of Nursing Care and Standards of Nursing Practice**
  - **Professional Development**
  - **Organizational Planning and Administrative Duties**
  - **Education and Training**
  - **Licensure, Credentialing and Certification**
  - **Priorities and Time Management**
  - **Importance of Leadership in Team and Personnel Development**
-



# Key References for Nursing Services Roles, Responsibilities and Standards

## AFPD 46-1

BY ORDER OF THE  
SECRETARY OF THE AIR FORCE

AIR FORCE POLICY DIRECTIVE 46-1  
1 SEPTEMBER 2000



Nursing  
NURSING SERVICES

NOTICE: This publication is available digitally on the AFDPO WWW site at: <http://afpubs.hq.af.mil>.

OPR: HQ USAF/SGN  
(Lt Col Kerrie G. Lindberg)  
Supersedes AFPD 46-1, 29 Jul 1994.

Certified by: HQ USAF/SGN  
(Brig Gen Barbara C. Brannon)  
Pages: 4  
Distribution: F

This directive establishes policies that Air Force Nursing Services will use to ensure the highest standards of nursing practice and care are applied to all aspects of nursing care provided to eligible beneficiaries. This directive applies to all active duty Air Force, Air Force Reserve, and Air National Guard component medical units when and where nursing care activities are performed.

## AFI 46-101

BY ORDER OF THE SECRETARY  
OF THE AIR FORCE

AIR FORCE INSTRUCTION 46-101  
17 AUGUST 2004



Nursing  
NURSING SERVICES AND OPERATIONS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

NOTICE: This publication is available digitally on the AFDPO WWW site at:  
<http://www.e-publishing.af.mil>.

OPR: HQ USAF/SGN (Col Linda C. Kisner)  
Supersedes AFI 46-101, 21 June 2004

Certified by: HQ USAF/SGN  
(Maj Gen Barbara C. Brannon)  
Pages: 18  
Distribution: F

This instruction implements Air Force Policy Directive (AFPD) 46-1, *Nursing Services*. It establishes policy for Nursing Services structure, management, functions, standards, and staffing; documentation nursing care; and nursing research. Use this instruction with current editions of the *Joint Commission Accreditation of Healthcare Organizations (JCAHO) Accreditation Manuals*; published standards of the *American Nurses Association* for nursing services, practice, and care; and published standards of other national professional nursing organizations as appropriate. This instruction applies to all active duty Air Force, Air Force Reserve, and Air National Guard medical components when and where nursing activities are performed. Nursing practice in the aeromedical evacuation environment is outlined in AFI 41-30 *Aeromedical Evacuation Patient Considerations and Standards of Care*, 20 August 2003.

## AFI 41-307

BY ORDER OF THE  
SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 41-307  
20 AUGUST 2003  
Incorporating Change 1, 10 August 2007



Health Services  
AEROMEDICAL EVACUATION PATIENT  
CONSIDERATIONS AND STANDARDS OF  
CARE

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at  
[www.e-publishing.af.mil](http://www.e-publishing.af.mil) for downloading or ordering.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ AMC/SGN

Certified by: HQ USAF/SGN  
(Maj Gen Melissa Rank)  
Pages: 207

This instruction implements Air Force Policy Directive (AFPD) 41-3, *Worldwide Aeromedical Evacuation*, and establishes, defines, and implements nursing considerations and standards of care in the aeromedical evacuation (AE) system. It applies to all AE unit-assigned or associated in-flight care personnel, and all Air Force Reserve Command (AFRC) and Air National Guard (ANG) medical units. Send comments and suggested improvements on an AF Form 847, *Recommendation for Change of Publication*, through channels, to HQ AMC/SGN, 203 West Losey Street, Suite 1600, Scott AFB IL 62225-5219.

This is the initial issue of this publication which replaces AMCR 164-1, Chapter 7, Air Mobility Command Special Publication (AMCSP) 164-50, Volume 4, *Nursing Considerations and Nursing Care Standards*.



## ***Nursing Services References & Guidance***

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- **Air Force Policy Directive (AFPD) 46-1, *Nursing Services***
  - Establishes policies that Air Force Nursing Services will use to ensure the highest standards of nursing practice and care are applied to all aspects of nursing care provided to eligible beneficiaries
  - Applies to all active duty Air Force, Air Force Reserve, and Air National Guard medical components when and where nursing activities are performed
- **Air Force Instruction (AFI) 46-101, *Nursing Services and Operations***
  - Implements Air Force Policy Directive (AFPD) 46-1, *Nursing Services*
  - Establishes policy for Nursing Services structure, management, functions, standards, and staffing; documentation of nursing care; and nursing research
  - Nursing practice in aeromedical evacuation environment is outlined in AFI 41-307, *Aeromedical Evacuation Patient Considerations and Standards of Care*



## ***Nursing Services Reference & Guidance***

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- ***AFI 41-307, Aeromedical Evacuation Patient Considerations and Standards of Care***
  - **Implements Air Force Policy Directive (AFPD) 41-3, *Worldwide Aeromedical Evacuation*, and establishes, defines, and implements nursing considerations and standards of care in aeromedical evacuation (AE) system**
  - **Applies to all AE unit-assigned or associated in-flight care personnel, and all AF Active Duty, Air Force Reserve Command (AFRC) and Air National Guard (ANG) medical units**
  - **Under going major re-write; AFRC SGN & A3TM engaged**





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## ***CN Responsibilities Outlined in AFRD 46-1***

- **Responsible to “unit” Commander and has authority, responsibility and accountability for all aspects of nursing care and practice within that facility**
  - **Approves all nursing policies and procedures, nursing standards of patient care and standards of nursing practice**
  - **Participates with executive staff in planning, promoting, and conducting organization-wide performance improvement activities**
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## ***CN Responsibilities Outlined in AFPD 46-1***

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- **Responsible for ensuring competency of nursing personnel and that nursing personnel practice to the full extent allowed within their defined scope**
- **Ensures aerospace medical service technicians practice to the maximum scope of care as outlined in Career Field Enlisted Training Plan (CFETP)**



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## ***Sr 4N0 FM Responsibilities Outlined in AFPD 46-1***

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- **Has authority, responsibility and accountability, in collaboration with the CN, for managing all aerospace medical service technicians**
  - **Collaborates with CN in determining aerospace medical service technician assignments within the facility and when necessary, with squadron superintendent (if not a 4N0XX)**
  - **Ensures aerospace medical service technicians practice to maximum scope of care as outlined in CFETP**
  - **Functional advisor for all career field educational and training requirements**
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## ***CN Responsibilities: AFI 46-101***

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- Each “unit”, Aeromedical Evacuation Unit or other units providing nursing care will have a CN (O-5 to O-6)
- Qualified by advanced education and experience, who meets pre-determined criteria. For AF Reserve, each HQ AFRC medical unit commander will designate a senior nurse to carry out roles and responsibilities of CN as outlined in AFI 46-101
- Directs nursing services within “unit”
- Regardless of organization structure, has primary authority, responsibility and accountability for **standards of nursing practice and standards of care** for individuals and populations served by “unit”
- Ensures written administrative and clinical policies and procedures directing provision of nursing care are current and available



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# ***Standards of Nursing Care and Practice: Outlined in AFI 46-101***

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- **Definition of Nursing Care:**
    - Each unit must define nursing care and identify area in unit where nursing care is delivered
    - Definitions based on nursing process
  - **Standards of Nursing Care:** Authoritative statements that describe a competent level of nursing care demonstrated through assessment, diagnosis, outcome identification, planning, implementation, and evaluation
    - CN ensures administrative and clinical policies/procedures directing provision of care are current and available in patient care areas
    - AFI 46-101 identifies what unit directives should include as a minimum
  - **Standards of Nursing Practice:** Authoritative statements that describe a level of care or performance common to the profession of nursing by which the quality of nursing practice can be judged
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## ***CN Responsibilities: AFI 46-101 (Con't)***

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- **Member of “unit” executive team and collaborates with members at executive level in:**
  - **Planning and designing health care services**
  - **Allocating resources**
  - **Monitoring resource utilization**
  - **Improving organizational performance**
- **Has authority to speak on behalf of nursing to the same extent other unit leaders speak for their respective disciplines or departments**



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## ***CN Responsibilities: AFI 46-101 (Con't)***

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- **CN approves nursing-related policies and procedures, nursing standards of patient care and practice. As Senior Corps Representative, complies with duties outlined in AFI 44-119, (*now Medical Quality Operations*), to execute actions for non-privileged healthcare professionals when standard of care or patient safety is breeched**
  - **Participates, at a minimum in executive-level committees and meetings, whose subject matter includes:**
    - **Strategic planning**
    - **Policy development**
    - **Resource management (personnel, material, and budget**
    - **Human resource development, management, and utilization**
    - **Performance improvement**
  - **Coordinates nursing assignment actions with squadron commanders for 46XX and Sr 4N0 for 4N0 personnel**
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## ***CN's Roles in Professional Development: AFI 46-101***

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- **CN provides for and promotes professional development of all nursing personnel through:**
    - **Orientation**
    - **Competency assessment**
    - **Skills verification and sustainment**
    - **In-service education and training**
    - **Continuing education**
    - **Career counseling**
    - **Mentoring; also promotes mentoring as a responsibility of AF supervisors**
  
  - \*\* CN, or a senior nurse designated by CN, will meet with each nurse in unit at least annually to discuss career development and goals, strengths and opportunities to improve performance**
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## ***CN Responsibilities: AFI 46-101 (Con't)***

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- **Reviews NC officers OPRs, PRFs, awards and decorations on all nurses assigned to “unit”**
- **Ensures enlisted nursing personnel practice within the scope and to full extent of their respective CFETP**
- **Facilitates conducting, dissemination and utilization of research in the areas of nursing, health and management systems**
- **Establishes a liaison with community groups, civilian professional nursing organizations and educational agencies, as appropriate**



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## ***Beneficial Skills for CN's to Possess***

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- **Beneficial skills include:**
  - **Air Force standards and requirements**
  - **Air Force and local contingency plans**
  - **Leadership**
  - **Management**
  - **Strategic planning**
  - **Quality improvement principles and practices**
  - **Nursing care delivery systems**

***A CN should possess analytical, evaluation, negotiating and interpersonal skills plus have initiative, flexibility and perseverance***

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## ***For Continuing Education Awareness...***

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- **Know stop and start dates of 3-year continuing education cycle—currently 1 Oct 2009-30 Sep 2012**
- **Be familiar with current Continuing Education Approval and Recognition Program (CEARP)**
  - **CN responsibilities related to some continuing education opportunities—i.e. can approve college course contact hour credit at local level**
  - **Web site (link off of KX Nursing Force Management):  
[https://kx.afms.mil/kxweb/dotmil/kjPage.do?functionalArea=AFNurseEducation&cid=CTB\\_046552](https://kx.afms.mil/kxweb/dotmil/kjPage.do?functionalArea=AFNurseEducation&cid=CTB_046552)**



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## ***Sr 4N0 FM Responsibilities: AFI 46-101***

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- **Each “unit” will assign a Senior 4N0 with primary responsibility, authority, and accountability for all enlisted nursing personnel within the “unit”**
- **Collaborates with CN in monitoring standards of nursing care and practice and in determining aerospace medical service technician assignments in the “unit”**
- **Speaks on behalf of all enlisted personnel to same extent other “unit” leaders speak for their respective disciplines/departments**
- **Collaborates with CN as full partner of executive nursing team**



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## ***Sr 4N0 FM Responsibilities: AFI 46-101***

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- Establishes/maintains collegial relationships with other senior enlisted leaders within “unit”
  - Participates in all decision-making forums related to nursing activities
  - Ensures enlisted nursing personnel practice within the scope and to full extent of the CFETP
  - Ensures enlisted nursing personnel maintain clinical currency and competency to perform assigned responsibilities
  - Reviews performance reports, awards and decorations of enlisted nursing personnel
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## ***Sr 4N0 FM Responsibilities: AFI 46-101***

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- **Provides for and promotes professional development of all enlisted nursing personnel through:**
  - **Orientation**
  - **Competency assessment**
  - **Skills verification and sustainment**
  - **In-service education**
  - **Continuing education**
  - **Career counseling and mentoring**
- \*\* Discuss, or designate another Sr 4N0 to meet with each enlisted nursing staff member at least annually to discuss career development and goals, strengths and opportunities to improve performance**



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## ***CN and Sr 4N0 FM Key Action Words***

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- **Plans and Organizes**
  - **Collaborates**
  - **Establishes**
  - **Coordinates**
  - **Directs**
  - **Supervises**
  - **Evaluates**
  - **Develops**
  - **Trains**
  - **Promotes**
  - **Mentors...the list goes on...**
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## ***Organizational Planning***

- **Nursing Services – Must be identifiable on Organizational Chart**
- **CN is a member of Executive Management Committee (EMC); maintains primary responsibility, authority, and accountability for all nurses within the organization**
- **Functional advisor roles (i.e. CN and Sr 4N0) are separate from organizational chain of command**





## ***Executive Management Committee (EMC)***

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- ***EMC appointment and involvement in organizational and nursing service planning assists in overall nursing service program management***
  - **Strategic Planning**
  - **Policy Development/Management**
  - **Resource Allocation/Management (personnel— staffing/deployments, budget and equipment/supplies)**
  - **Human Resource Development/Management /Utilization**
  - **Performance Improvement**
- **At a minimum, CN is an EMC member**



# ***Administrative Duties: Job Description and Performance Standards***

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- **Job Descriptions**
    - **Primary AFSC position**
      - **Review AFSCs from current Air Force Classification Directories for Officer and Enlisted personnel (refer to Slide 64 for web site links)**
    - **UTC position**
    - **Additional Duties**
    - **References**
  
  - **Performance Standards**
    - **Integral Part of Job Description**
    - **Action Statements**
-



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## ***Administrative Duties***

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- **Nursing related clinical competency reports, patterns and trends**
    - **Submit to executive leadership at least annually**
    - **Ensure appropriate data is captured in Nursing Services Meeting minutes and body of EMC minutes; attach Nursing Services Meeting minutes to EMC as ongoing process**
  - **CN reviews for ALL nurses**
    - **Nurse Corps Officer Performance Reports**
    - **Promotion Recommendation Forms**
    - **Awards and Decorations**
  - **Sr 4N0 FM reviews for ALL 4N0XX personnel**
    - **Enlisted Performance Reports**
    - **Awards and Decorations**
-



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## ***Additional AFRC CN Responsibilities: AFI 36-2115***

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- ***AFI 36-2115, Assignments within the Reserve Components:***
  - **Explains DoD total force procedures and establishes Air Force (AF) procedures for assigning and using members of the United States Air Force Reserve (USAFR)**
  - **Nurses: Do not assign to the Reserve, or attach as a member of the IRR, a nurse who does not actively practice nursing. This requirement is in addition to those in AFMAN 36-8001**



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## ***Additional AFRC CN Responsibilities: AFI 36-2115***

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- **Active engagement in nursing is defined as a nurse who is employed or working voluntarily in a position that requires a registered nurse (RN). Minimum requirement for active engagement in nursing is 180 hours per calendar year**
  - **Documented verification of active engagement can be obtained from one of the following:**
    - **Employer or If self employed options available in AFI**
    - **MPA funded AD tours ; specifics in AFI**
    - **Points only volunteer nursing in AD MTFs**
    - **Studying full time for a degree in nursing as defined by educational institution**
  - **Additional specifics for IMAs/PIRR/AE Accessions**
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## ***Education and Training Responsibilities***

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- **AFSC specific; train to meet mission and RSVs**
- **UTC and deployment specific: know your readiness mission**
- **Be aware of any Training Affiliation Agreements/Memorandum of Understanding your unit has or requires**
- **Ensure nursing service personnel are competent to perform clinical and administrative duties**
  - **Ensure you have access to references**
  - **Lippincott phasing out...On-line Mosby phasing in...**



## ***Mosby's Nursing Skills Includes...***

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- **Over 980 interactive skills from leading Mosby & Saunders references like:**
  - **Perry & Potter, *Clinical Nursing Skills & Techniques*, 6e**
  - **Proehl, *Emergency Nursing Procedures*, 4e**
  - **AACN, *Procedure Manual for Critical Care*, 5e**
  - **AACN, *Procedure Manual for Pediatric Acute & Critical Care***
  - **Wong, *Nursing Care of Infants and Children***



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## ***Mosby's Nursing Skills Includes...***

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- **Step-by-step instructions with illustrations and multimedia demonstrations**
- **Supplementary material such as patient handouts – indexed and tied to specific skills**
- **Interactive testing with instant feedback**
- **An announcement section so you can keep up with facility news and alerts**
- **Accessible 24 hours a day from CAC-enabled computer**





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## ***Benefits for Nursing Personnel***

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- **Provides an easy-to-access and comprehensive resource for review of skills**
- **Increases confidence in interaction with patients**
- **Offers an interactive testing process to check for competency of skills**
- **Increases knowledge and competency which can lead to career advancement**
- **Keeps end users informed**



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## ***Site Administration***

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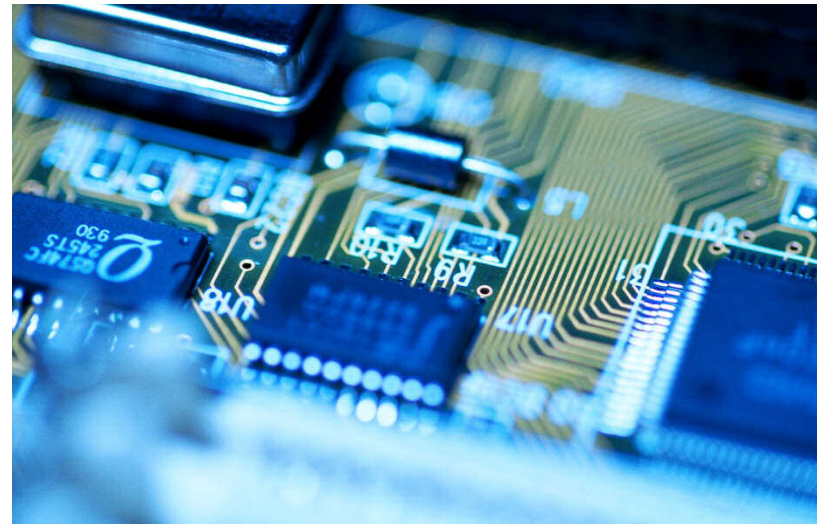
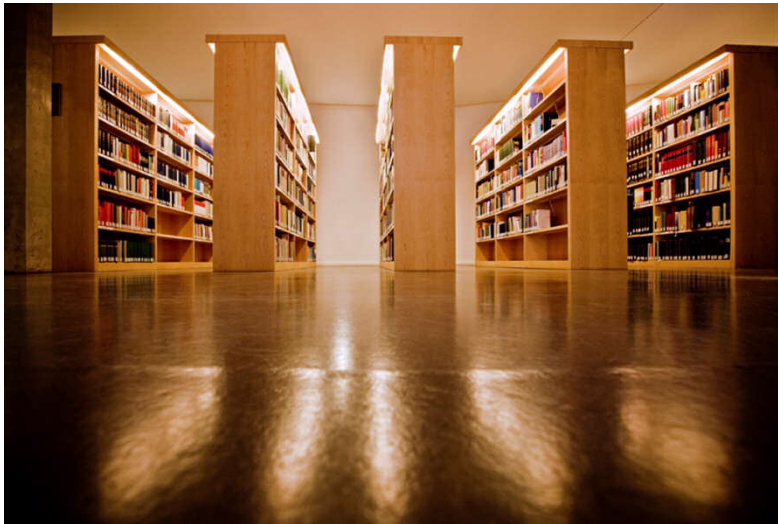
- **Each facility must have an appointed Site Administrator and Alternate**
  - **AD rolled out first from February – July 2010**
  - **AFRC roll-out planned for August 2010 – January 2011**
  - **ANG roll-out planned for February – July 2011**
  - **Roll-out necessary to work unexpected issues with a smaller group -- Mosby's first time with large account**
  - **Multiple live training sessions held monthly with Mosby educator**
    - **Dates and times sent to Site Administrator/Alternate**
    - **Only one session required at Site Administrator's convenience**
-



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## ***Other Information***

- **Lippincott reference valid until at least 2013**
  - **Begin making reference changes in AFIs, MDGIs and Squadron Instructions as reviewed**
  - **Reference changes to CFETP will be worked through CFM**
  - **Mandatory AE use pending approval**

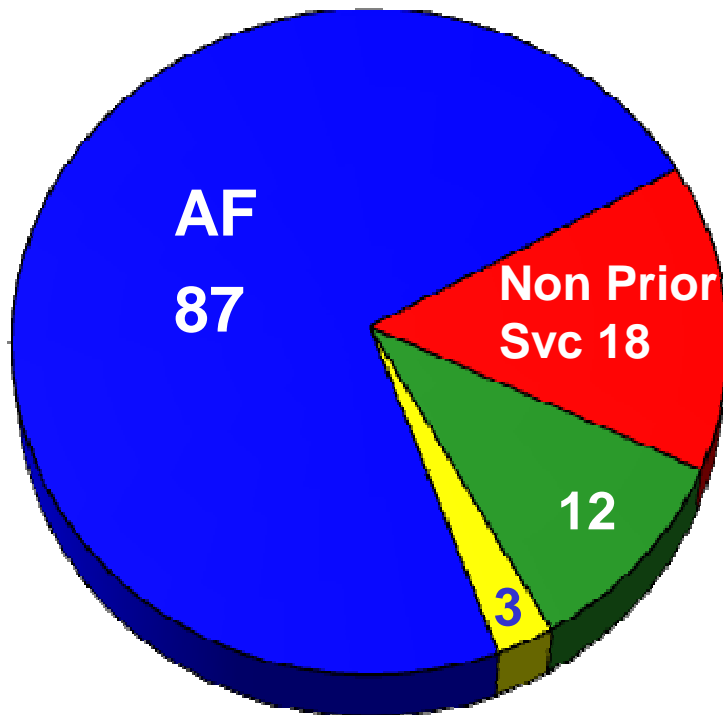




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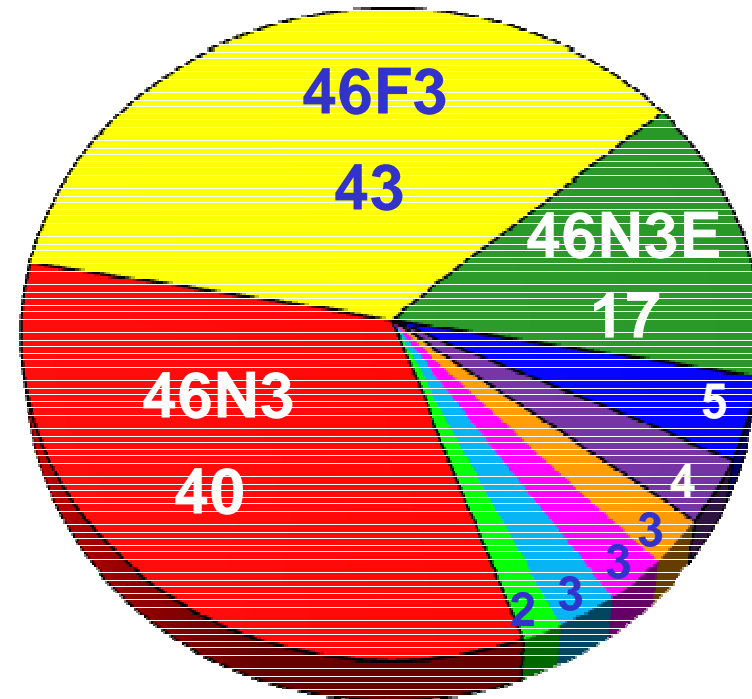
## FY09 AFRC Nurse Corps Accessions

Total AFRC Nurse Corps Accessions: 120



NAVY

ARMY



46M3

46S3

46N3J

46A3

46P3

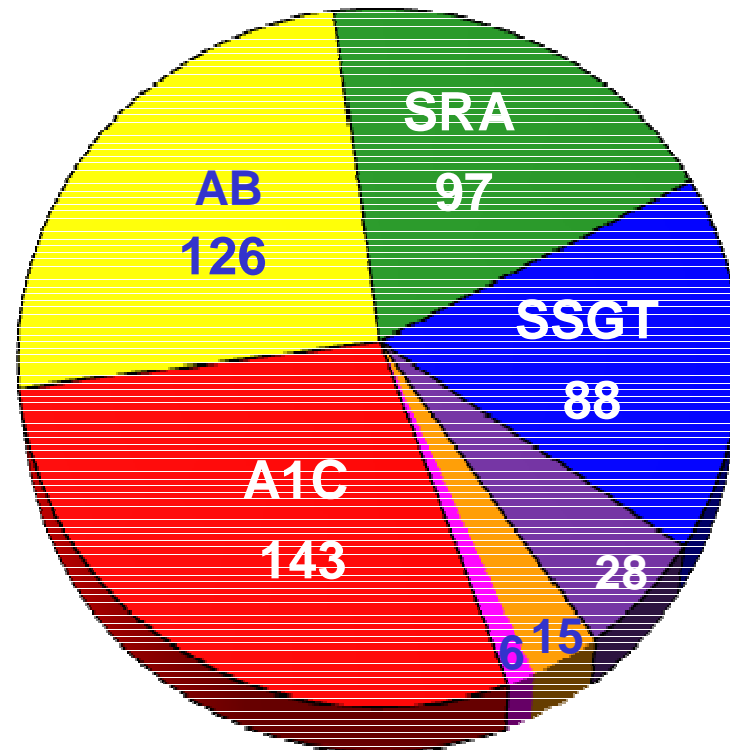
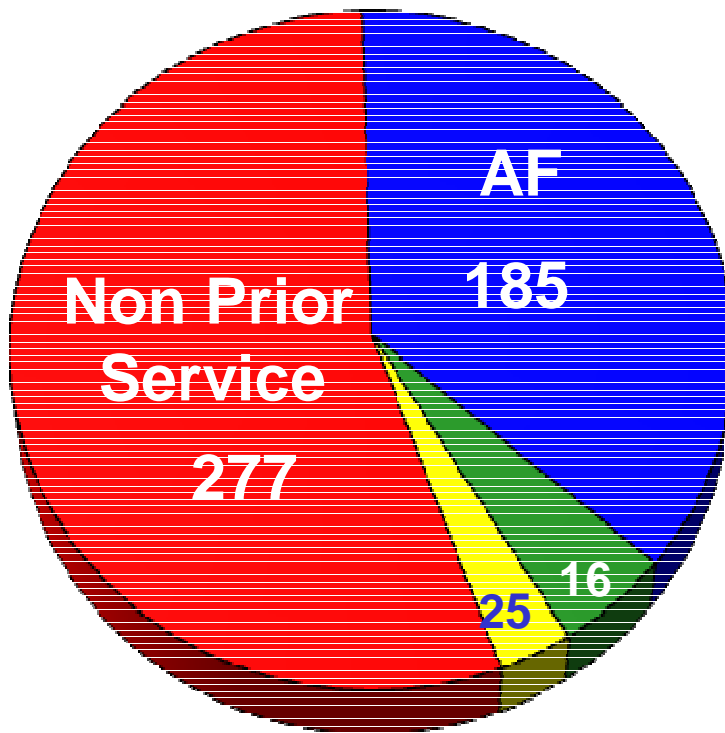
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## FY09 AFRC 4N0 Accessions

Total AFRC 4N0 Accessions: 503



NAVY

ARMY

AMN

TSGT

MSGT & SMSGT



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## ***Nursing Services KX Sites***

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- **Main site:**

- <https://kx.afms.mil/kxweb/dotmil/kj.do?functionalArea=AFNursingServices>

- **CN Toolkit available at:**

- [https://kx.afms.mil/kxweb/dotmil/kjPage.do?cid=CTB\\_024657&functionalArea=AFNursingServices](https://kx.afms.mil/kxweb/dotmil/kjPage.do?cid=CTB_024657&functionalArea=AFNursingServices)

- **Includes:**

- Chief Nurse Deployment Checklist
    - Chief Nurse Orientation Checklist
    - Chief Nurse Planning Calendar
    - SG Nurse Consultants Corner...and much more

- **The 4N0 Webpage:**

- <https://kx.afms.mil/kxweb/dotmil/kj.do;jsessionid=B6478847B3C499212D502803E7413E8E?functionalArea=AerospacemedicalserviceCFM>

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- **Guidance outlined in AFI 44-119, *Medical Quality Operations***
- **License requirements**
  - **Registered nurses must possess an active, current, valid and unrestricted license from a US jurisdiction before practicing independently with defined scope of practice**
  - **Following advanced practice RNs must possess and maintain a current, valid and unrestricted RN license from a US jurisdiction as well as an AF approved national specialty certification; nurse anesthetists, nurse-midwives and nurse practitioners**



- **Scope of licensure requirement includes:**
  - **Deployed personnel must possess and maintain an active, current, valid and unrestricted license or other required authorizing document to practice (i.e., national certification) and be privileged to practice independently**
  - **Assignment to a position not involving direct patient care within or outside and MTF does not eliminate requirement to maintain an active, current, valid, unrestricted license and/or authorizing document to practice**





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## ***Licensure and Credentialing***

- **Obtaining and maintaining licenses: Professional and personal responsibility or each healthcare professional, regardless of whether they are functioning in a clinical, non-clinical or administrative role**
  - **What is an unrestricted license? For Nurse Corps...one in which the individual has met all clinical, professional, administrative requirements and has no clinical limitations or restrictions**
  - **Guidance for Failure to Obtain or Maintain a License, Certification, or Registration in AFI 44-119**
  - **Credentialing specifics; refer to AFI 44-119**
-



- **AFI 41-104, *Professional Board and National Certification Exams***
  - **“On Top”: Air Force Guidance Memorandum to AFI 41-104, *USAF Nurse Corps Approved Certifying Agencies and Nursing Certifications* (Oct 09)**
  - **Attachment 7, Certification Agencies for Medical Enlisted AFSCs**
    - **4N0X1: National Registry of Emergency Medical Technicians; Certifying Examination**



- **Setting Priorities and Time Management**
  - **Meetings:** Ensure you or your Nursing Services representative is at the table for key Sq meetings
  - **Review Plans and Schedules:** Unit Training Plan, Inspection Schedules and Exercise Schedules etc.
  - **Develop tracking mechanisms to insure completion of tasks, reports and requirements**



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## ***Wrap-Up of Part I***

# ***Questions?***



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***Break Time!***





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# ***United States Air Force Reserve***

*Integrity - Service - Excellence*

## **Chief Nurse-Senior 4N0 Functional Manager Roles, Responsibilities and Expectations (Part II)**



**Col Sandra J. Evans**  
**Command Nurse, HQ AFRC/SGN**

**Col Anne S. Manly**  
**Mobilization Assistant to the Assistant AF/SG for  
Medical Force Development and Nursing Services**

**CMSgt John A. Harrison**  
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**20 April 2010**

*Fly, Fight and Win...*



- **Importance of Leadership in Team and Professional Development**
- **View from the Top—Total Nursing Force Vision, Mission and Strategic Objectives**
- **Characteristics of Successful Leaders**
- **Professional Qualities and Organizational Skills of a Good Leader**
- **References and Resources**
- **Questions and Discussion**



# *Importance of Leadership in Team and Personnel Development*

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## ■ **Successful leaders**

- **Think strategically**
- **Understand concepts**
- **Ask questions**
- **Assess alternative solutions**
- **Know the mission and know how to communicate it to their people**
- **Stay flexible and learn to embrace change**





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## ***Total Nursing Force Vision***

**A Total Nursing Force  
Delivering Evidence-Based,  
Patient-Centered Care and Support  
to Meet Global Operations**



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## ***Total Nursing Force Mission***

**We Lead  
We Partner  
We Care  
Every Time, Everywhere**



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**We Lead**

**We Partner**

**We Care**



**Every time, Everywhere**



## ***Importance of Leadership in Team and Personnel Development***

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- **Variety of different leadership styles**
  - **To determine yours — know yourself**
- **Key to good leadership is understanding what characteristics and qualities are associated with “proven” leaders and strive to develop those characteristics**
- **Leadership *style* is the manner and approach of providing direction, implementing plans, and motivating people**



## *Importance of Leadership in Team and Personnel Development*

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- In 1939, group of researchers, led by psychologist Kurt Lewin, set out to identify different styles of leadership
- Study influential; further studies identified more specific types
- Established three major leadership styles
  - Authoritarian Leadership (Autocratic)
  - Participative Leadership (Democratic)
  - Delegative Leadership (Laissez-Faire)



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## *Three Styles of Leadership*

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### ■ **Authoritarian (Autocratic)**

- Tell employees what they want done/how they want it accomplished without getting advice of followers
- Have all the information to solve the problem, short on time, employees are well motivated

### ■ **Participative (Democratic)**

- Leader includes one or more employees in decision making process
- Leader maintains final decision making authority

### ■ **Delegative (Laissez-Faire)**

- Leader allows employees to make decisions
  - Leader still responsible for decisions made
-



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# ***Characteristics of Successful Leaders***

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**Trust**

**Integrity**

**Honesty**

**Courage**

**Visionary**

**Sound Judgment**

**Responsibility**

**Influence**

**Focused**

**Articulate**

**Flexible**

**Loyal**

**Respectful**

**Respected**

**Competent**

**Caring**

**Energetic**

**Optimistic**

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## ***Importance of Leadership in Team and Personnel Development***

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- **L - Lead; lead from the front**
  - **E - Example; set the example when you take on a risk**
  - **A - Attitude; be aware that your attitude is always on display**
  - **D - Decisive; as a leader, you must make decisions**
  - **E - Empathy; must be able to identify with your followers**
  - **R - Risk; 100% solution is not always available, you must weigh the situation and be prepared to take some risks**
  - **S - Standards; must meet the standards yourself before you can legitimately enforce them**
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## *Importance of Leadership in Team and Personnel Development*

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**Leaders must have situational awareness.  
It is important to know the individual  
personality traits of your team members.  
In doing so you can focus your team  
members on working with each other's  
strengths and understanding each other's  
weaker areas**



## ***First “Impressions” Start With You***

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- **I - Improve:** Continually improve job knowledge & performance
- **M - Model/Mentor:** Be a positive role model
- **P – Pride:** In yourself and your work
- **R – Respect:** Treat your team with respect; be honest & compassionate
- **E – Escort:** Help people find their way
- **S – Speak:** With a smile and always address people by name & title
- **S – Service:** Do everything possible to provide convenient service
- **I – Initiative:** Help get the job done
- **O – Own:** Own it, fix it ... “it’s not my job”
- **N – Needs:** Know the needs of your patients and your team; meet them/exceed them



## ***Importance of Leadership in Team and Personnel Development***

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- **Never forget you are there for your people**
  - **Know them personally and understand what challenges they may have in their personal lives**
- **Leadership means doing the right thing; you must sometime make the tough decisions**
  - **Your role is not to be popular, it is to be respected**
  - **People may not always like you, but they'll respect you if you are consistent and fair**
  - **As a leader “professional identity” comes ahead of “personal individuality”**



## ***Importance of Leadership in Team and Personnel Development***

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- **Leaders must set the standards**
    - Core values, military courtesy, respect the Chain of Command
    - Meet AF fitness standards
    - Get involved; participate in Group, Wing and MAJCOM activities
  - **Be the example!**
    - Be honest, give honest feedback and ask for feedback
    - Perceptions matter; if you walk by a mistake, you establish a new standard
  - **Never pass up an opportunity to smile or show appreciation**
  - **Reward excellence**
    - People will lose morale if they feel their hard work and contributions are not noticed, cared about or rewarded
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## *Some Quotes to Lead By*

***“The only difference between ordinary and extraordinary is that little extra”***

***Brig Gen (Ret) Duane Deal***

***“Finish stronger than you started”***

***Maj Gen James Hunt***



## ***Importance of Leadership in Team and Personnel Development***

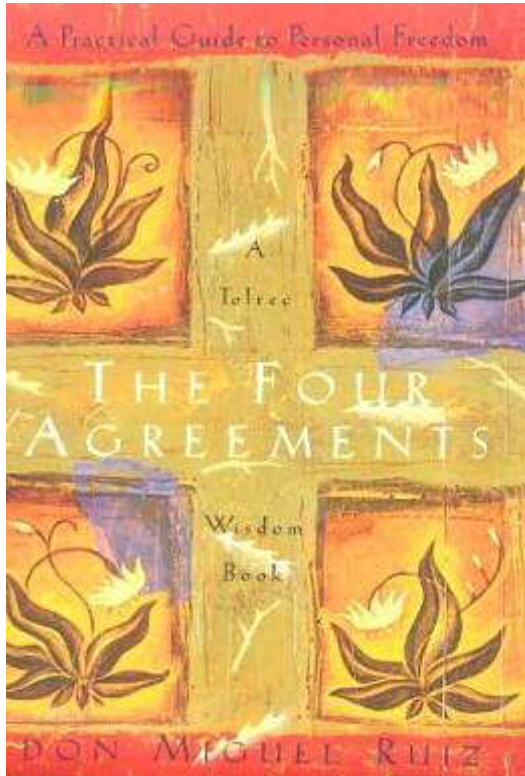
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- **Some leadership qualities are innate and some are learned**
  - **Important to attend leadership development programs**
  - **Read literature on leadership**
  - **Study past and present leaders**
- **Education is an investment in tomorrow's leaders**

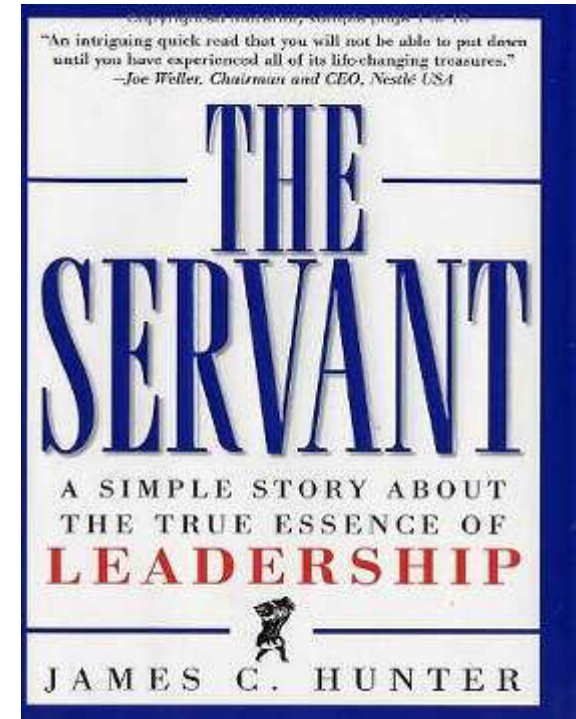


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## Recommended Reading



1. Be impeccable with your word
2. Don't take things personally
3. Don't make assumptions
4. Always do your best



***Anyone wanting to be the leader must first be the servant. If you want to lead you must serve***

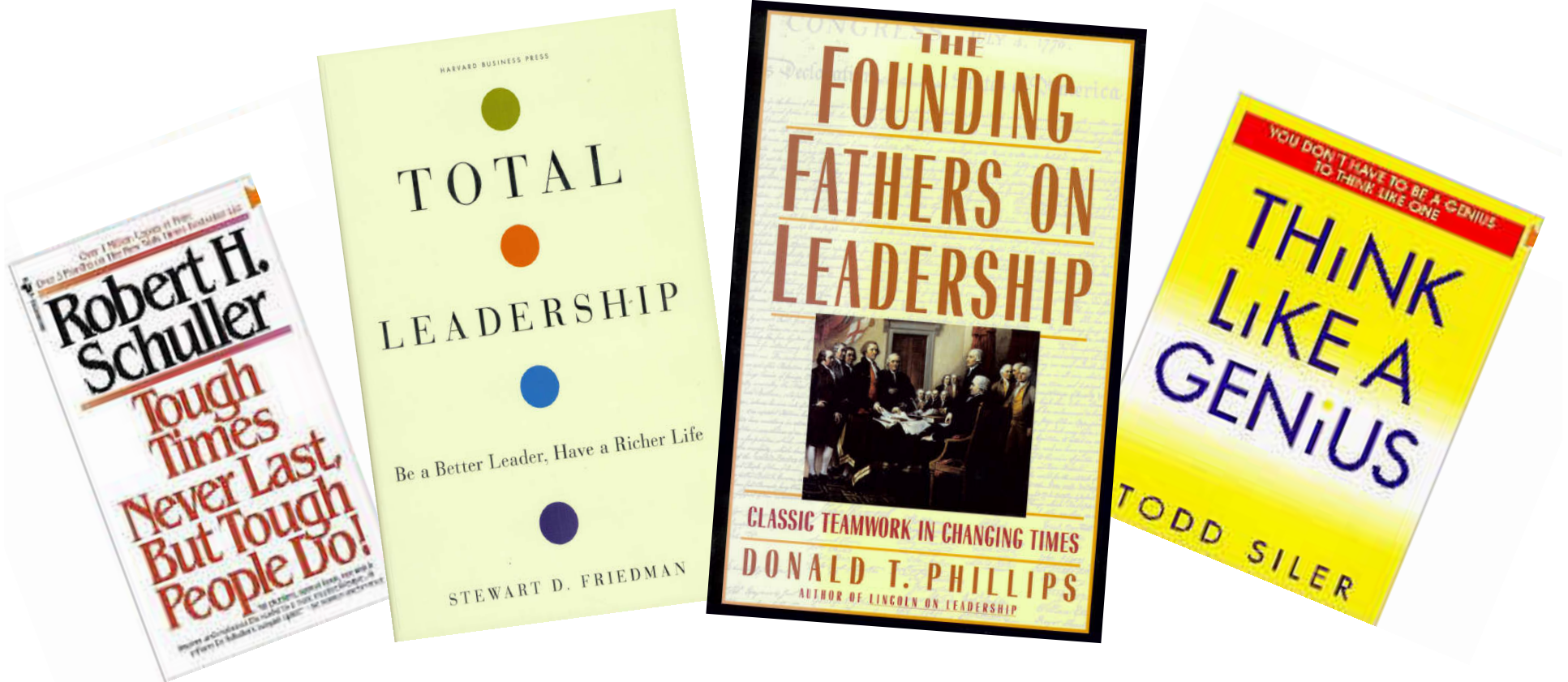




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## *Leadership Reference Resources*







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## ***Things to Think About***

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- **Share your knowledge and experience with others**
- **Lack of a functional program does not constitute the end of the world**
- **Use of AFIs, formal guidance and directives usually saves you a great deal of headaches**
- **If you cannot find the answer – ask questions**
- **‘Agree to Disagree’ with other’s comments**
- **Not everyone will like what you are doing**
- **Chief Nurse and Senior 4N0 Functional Manager are demanding roles...take care of yourself and family!**

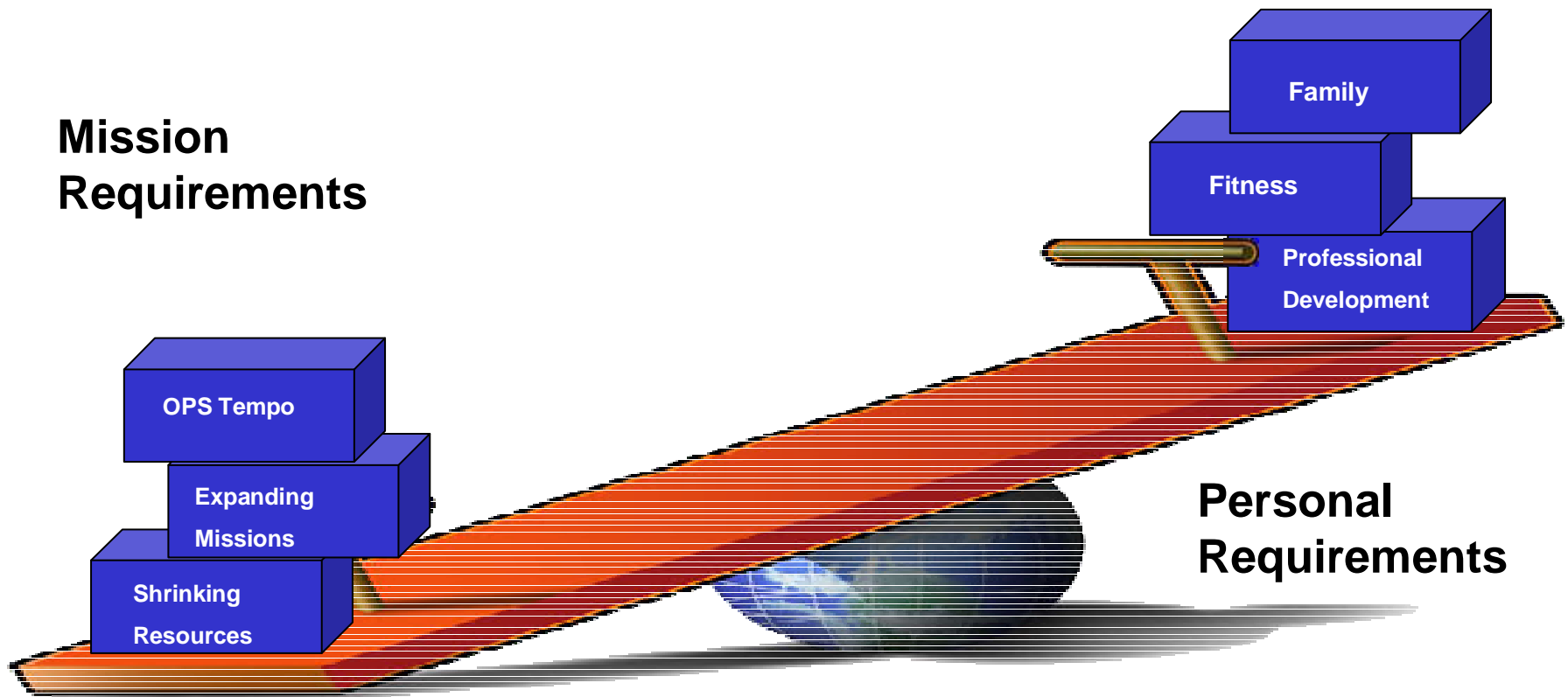


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# ***Finding Balance***

## **Mission Requirements**



## **Personal Requirements**

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## ***References and Resources***

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- ***AFDD 1-1, Leadership and Force Development***
  - ***AFDD 2-4-2, Health Services***
  - ***AFPD 36-26, Total Force Development***
  - ***AFPD 36-34, Air Force Mentoring Program***
  - ***AFPD 46-1, Nursing Services***
  - ***AFI 36-2115, Assignments within the Reserve Components***
  - ***AFI 36-2406, Officer and Enlisted Evaluation Systems***
  - ***AFI 36-2640, Executing Total Force Development***
  - ***AFI 36-3401, Air Force Mentoring***
  - ***AFRC PAM 36-3401, AFRC Mentoring Program***
  - ***AFI 38-101, Manpower and Organization***
  - ***AFI 41-104, Professional Board and National Certification Exams***
  - ***AFI 41-105, Medical Training Programs***
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## ***References and Resources***

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- ***AFI 41-106, Unit Level Management of Medical Readiness Programs***
  - ***AFI 41-117, Medical Service Officer Education***
  - ***AFI 41-210, Patient Administration Functions***
  - ***AFI 41-307, Aeromedical Evacuation Patient Considerations and Standards of Care***
  - ***AFI 44-102, Medical Care Management***
  - ***AFI 44-108, Infection Control Program and AFRC Supp1***
  - ***AFI 44-119, Medical Quality Operations***
  - ***AFI 46-101, Nursing Services and Operations***
- 
- **Air Force Officer Classification Directory (AFOCD) (link next slide)**
  - **Air Force Enlisted Classification Directory (AFOCD) (link next slide)**
  - **4N0X1 Career Field Education and Training Plan (CFETP)**
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## ***Website References and Resources***

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- **AFOCD – On line via Air Force Personnel Center Website:**

**<https://gum.afpc.randolph.af.mil/cgi-bin/askafpc.cfg/php/enduser/home.php>**

**Then search for “AFOCD”**

- **AFECD - On line via Air Force Personnel Center Website:**

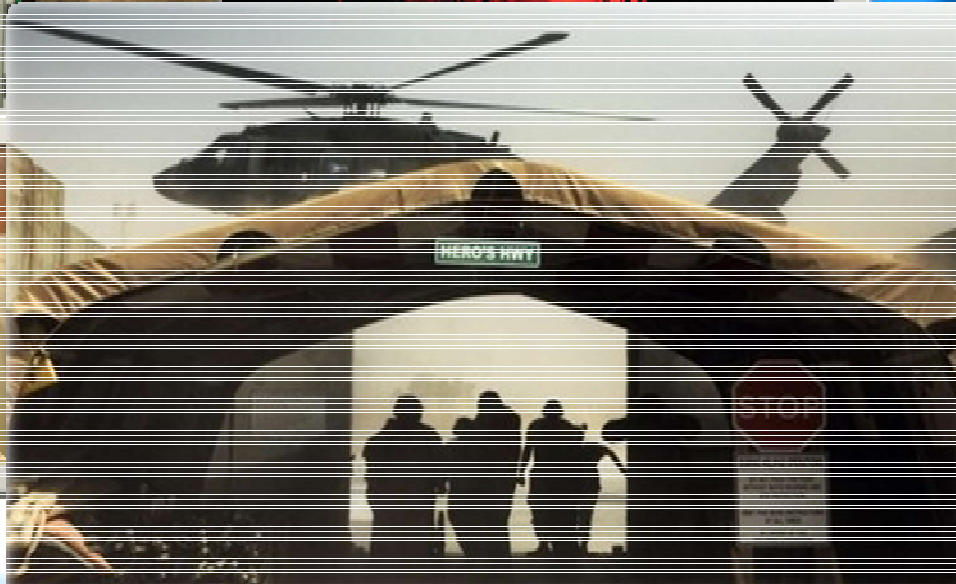
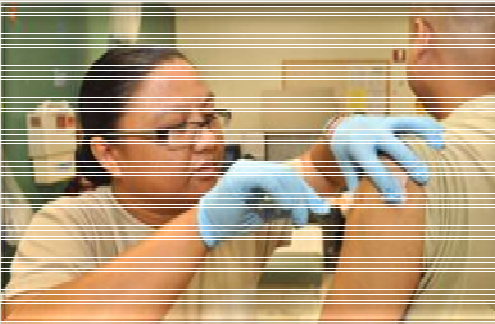
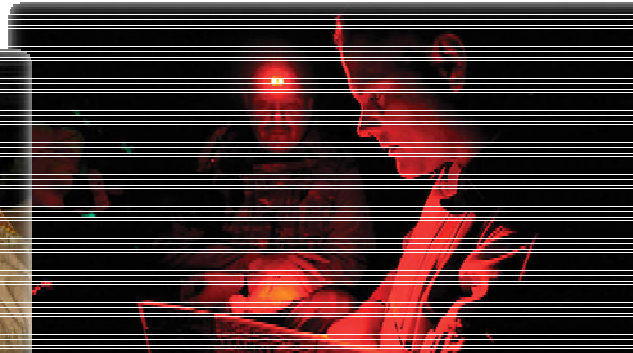
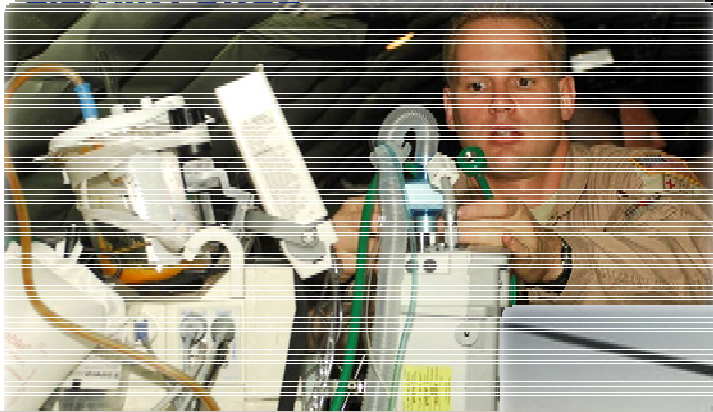
**<https://gum.afpc.randolph.af.mil/cgi-bin/askafpc.cfg/php/enduser/home.php>**

**Then search for “AFECD”**



## ***AFRC Nursing Services ...***

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# ***Questions and Discussion***

